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Agency Services encompasses software development, as well as account management functions for both software and infrastructure, for our client agencies. Executive level accountability and communication with our clients is performed primarily by 6 information officers (IO). Each information officer is assigned one or more agencies, usually organized around similar functions. For each client, or multiple clients if they are small, there is a client services director (CSD). The CSD is the upper and middle management liaison to the client, responsible for both a software development and integration group, as well as coordinating all IT services for their client(s).

Agency Services is made up of 14 of these customer-focused teams providing the same types of services to different clients. Agency Services also includes a few teams that provide some type of shared service to at least 2 or more of these teams. These shared services may include common functions such as geographic information systems, Web development and application administration functions.
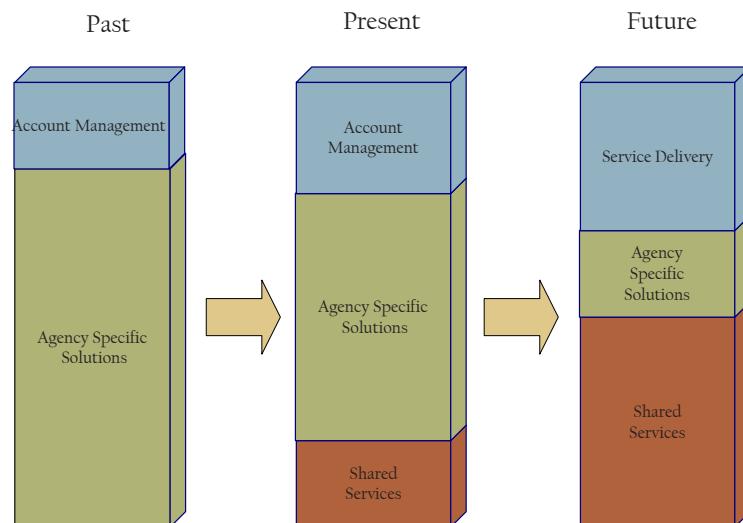
Moving Ahead

The mission of Agencies Services is: "Tailoring quality services using sustainable technology to quickly fulfill the needs of our client agencies."

While we indirectly support all of the strategic plan goals, because of our role as the IT coordinators for our clients, our core purpose speaks to the second goal of the Michigan IT Strategic Plan – to provide better service to our client agencies.

To improve our services, we acknowledge we must break from our past primary focus of working within our own teams, envisioning and creating solutions only for specific customers. While this model served to keep individual clients happy, it was at the expense of standards and long-term sustainability of solutions. It also promoted a narrow view of how to support state of Michigan IT, dividing and separating the development and support resources for software.

Agency Services Road Map

Past

Present

Future

Past	Present	Future
Account Management	Account Management	Service Delivery
Agency Specific Solutions	Agency Specific Solutions	Agency Specific Solutions
	Shared Services	Shared Services

The road forward will mean additional engagement with our customers, providing more information to manage their current IT investments, as well as make better decisions about their future ones. The need to reduce resources spent on existing systems, and maximize the value of future investments, guides us toward future shared services and fewer agency-specific services. We envision our clients focusing more on the processes and services performed and less on the resources performing them. Employees will also be focused more on the quality of the services delivered, regardless of the client.

Moving forward, the drivers for Agency Services mirror the need of our clients for better service – reducing the resources spent to maintain existing systems, improving the overall quality of our services and processes and working to maximize the value of new investments.

Lynn Draschil, Deputy Director
MDIT Agency Services
State of Michigan

"Tailoring quality services using sustainable technology to quickly fulfill the needs of our client Agencies"

Service Delivery

Initiatives and Objectives Shaping the Future

In the past our interaction with our clients consisted of standard account management practices. We will improve our service delivery by building portfolio management processes, establishing service level metrics for existing services and using project management offices to more consistently control and monitor new development.

Building Portfolio Management Processes

Portfolio management is a set of processes that allow an organization to see the work in progress, as well as the work requested, and organize resources to complete the highest priority work. This will require tools to track the complete inventory of existing systems and projects, our current resources, and monitor where the resources are deployed. These capabilities, along with an annual call for projects, ongoing demand management and better budget planning and coordination will help our clients maximize the value of their future IT investments.

One of the primary processes to be established is a standardized annual call for projects. Before the beginning of a fiscal year it will target the agencies' highest-priority projects to be funded for the upcoming fiscal year. Even though plans may change and new needs arise during the fiscal year, the annual call for projects will be the baseline for IT investment for the year. By standardizing the process we can identify agencies making similar investments and combine the investments into a shared service that will lower costs of development and support.

Demand management is the process we will use to manage ongoing work requests outside of the annual call for projects. Agencies have a continuing need to make changes to systems as a result of legislation, new federal requirements, changing business processes and better ways of doing business. Agency Services teams receive requests throughout the year asking for changes to existing systems or to start a new project that was not pre-planned in the annual call for projects baseline.

To ensure that the agencies are aware of their project-wide resource commitments, Agency Services will use tools for resource planning and allocation that are tightly integrated with project planning and tracking to provide clients with the appropriate impact assessment for all the work that is in progress or previously planned.

Demand management will help us work with clients to help prioritize, scope and resource requests to enable the best decision whether to complete or defer the request. This process will help our clients better manage their IT investments, by ensuring that the most valuable work is done. This will also help prioritize work for Agency services staff.

Better Budget Planning

Currently budget impacts of new projects are considered for their development and implementation costs but not for the effect of costs for on-going support and maintenance. Accounting for future operational costs for new systems will be made a standard part of the project-funding process.

IT funding is appropriated on an agency-by-agency basis. MDIT will work to consolidate budget requests across the state based on common business needs. This will be especially useful in areas where shared services will benefit multiple agencies at a lower total cost. An example is shared disaster recovery servers.

Service Level Agreements and Metrics for All Services

MDIT is committed to providing outstanding customer service. Metrics allow transparency of operations to customers and facilitate accountability, integrity and improved processes. Metrics may include a specified response time for help desk tickets or estimated vs. actual completion. Employees will provide effort estimates as well as detailed tracking of work for billing purposes. Clients will receive more accurate expectations and better understanding of services MDIT provides.

Foundational Framework

The MDIT Foundational Framework is a collection of drivers and best practices that define our approach and govern our projects as we deliver on our vision. This framework binds our initiatives and aligns them with the statewide technical direction and MDIT's project portfolio.

Foundational Framework

- **Shared Services:** Leveraging services enterprise wide for ease of access, savings and efficiencies
- **Enterprise Architecture and Security:** Provides the tools, processes and standards to translate business needs into IT solutions securely, efficiently and effectively
- **State Unified IT Environment (SUITE):** Standardized management methodologies, procedures and tools for systems development
- **Service Delivery:** Coordinated application, infrastructure and service delivery enterprise wide
- **Organizational Drivers:** The guiding policies and principles in the 2008-2012 Michigan IT Strategic Plan

Michigan Business Portal

"We continue to use technology to make it easier than ever before to start up or run a business in Michigan 24 hours a day, seven days a week. The new online service is a single point of entry on the Internet to register for unemployment insurance and taxes, together with the award-winning MiTAPS portal which centralizes state licenses and permits, we're making Michigan even more business friendly."

-Jennifer M. Granholm, Governor, State of Michigan

Innovative Fraud Detection

"As subsidized daycare programs expanded nationwide, we looked for new ways to strengthen program integrity in Michigan. Where fraud is suspected, sharing data across agencies allows us to target it efficiently. The success of this and other fraud detection efforts is a direct result of the development of a well-designed human services data warehouse. This project demonstrates the true value of data sharing within state government, saving millions of dollars for Michigan taxpayers and preserving child care funding for those who truly need it."

From the Director of the Michigan Department of Human Services

Project Management Offices

MDIT will expand and enhance project management offices (PMO) to provide project management knowledge and processes, with strict adherence to the State's SUITE methodology, to ensure effective management of projects within the triple constraints of time, budget, and scope. Offices will be staffed with project management experts to support data-driven project monitoring and status. Other PMO responsibilities will include staff support for organizing application releases, and monitoring and managing system configurations for existing applications.

For our resource managers and technical experts, this means a reduction of the work currently done to provide project management oversight. For other staff, this will offer the opportunity to specialize in project management with the introduction of a new project manager classification. Agencies will benefit with consistent, reliable control and monitoring of projects.

Agency-specific Applications

Initiatives and objectives Shaping the Future

Development of agency-specific applications was the rule of thumb to maintain services with the restructuring of IT that created MDIT. As our organization has matured, we have identified new approaches to building, enhancing and maintaining services. The approaches include enterprise architecture driven projects, a new system development lifecycle, modernizing aging systems and increasing our efficiency in maintaining existing systems.

Enterprise Architecture Driven Projects

A deliberate and planned enterprise architecture (EA) for our systems will maximize future IT investments through faster design and implementation and a simplified support environment. An EA strategy also reduces system outages and promotes faster recovery from problems. Agency Services will be a full participant and supporter in MDITs Enterprise Architecture activities. Enterprise Architecture starts with the most fundamental: Technical Architecture.

Technical architecture is defining the standards for technical products and their lifecycle of use in the state of Michigan. We currently may be using 5 or 6 different tools to accomplish the same function. This means we must maintain expertise and training, implement patches and updates, as well as renew contracts and support agreements for all these tools. While one size or tool may not fit all, simplifying the technical architecture of the state of Michigan to fewer products will make a world of difference. The practice of technical architecture helps make decisions about the tools we will continue to support or migrate toward, and those tools we will migrate from. These decisions are communicated through our technology lifecycle roadmaps.

Solution architecture is the next step up the ladder from technical architecture. It is a set of processes that set standards, using a combination of products to make a deployable solution for an application. For instance, if it is determined that an Intranet application is needed there will be a ready template, or solution pattern, that identifies high-level architecture for the Web server, application server and database server, and how and where to deploy them securely.

There will also be one, or many, reference models that will specify the best combinations of specific products from the technology lifecycle roadmaps that will work well together and will be the easiest to support. These are the processes of solution architecture that can speed development and implementation of new systems.

The processes facilitating EA-driven projects will let employees know in advance the skills necessary in the future so they can target their training plans and careers to the appropriate path. Also, an architect position will be created within each of the Agency Services teams to work with their peers and colleagues in implementing these practices.

Agency contacts may eventually learn a new vocabulary of products as we migrate toward more current and common technology. Agencies will also benefit from improved development, implementation and support capabilities for their new systems.

Standard System Development Lifecycle (SDLC) Processes

SDLC is the policies and procedures that govern how we develop software. This is being implemented in MDIT through the SUITE – System Engineering Model (SEM). Using standardized processes reduces defects throughout the lifecycle of gathering requirements, designing, building, testing and deploying applications. The use of these processes will improve quality and customer satisfaction with the applications we build. All team members involved in the system development process will receive training and be offered support on using these consistent processes. The system development skills are transferable anywhere within MDIT or the private sector.

A summary training will be offered to our clients so they can understand our processes and the exercises we are asking them to participate in. Our clients can expect software will be developed with fewer defects and will work as expected.

Modernization of Existing Systems

The state's oldest systems are the most expensive to maintain. Older platforms with limited vendor support mean it is difficult to get updates to address new security threats. The skills needed to keep older systems running are not available from new hires or through technical training companies, and are even difficult to find in outside consultants. Our existing skills pools are waning as the demographics of our workforce shift to more than a third of our workforce will be eligible for retirement. These risks require us to modernize these systems.

Work will continue on modernization of the system for eligibility for federal and state assistance (Bridges), the Medicaid Management system replacement (Champs), a new vehicle and driver registration system to support new processes with the Secretary of State (BAM) and a new tax system (MIITAS) in which the first phase is to support the new Michigan Business Tax.

There are other major systems needing modernization, including systems for: Unemployment Insurance, Corrections, Transportation, the state's accounting system (MAIN) and liquor ordering, just to name a few.

We will be working with agencies to identify systems and secure funding for modernization efforts in future fiscal years. MDIT staff can expect opportunities to learn new tools and upgrade their skills to be made available to support new systems.

More Efficient Operations to Reduce Support Staff Hours

More of our energy and resources are spent on running existing systems than developing new ones. Our resources are finite and we are pursuing initiatives to improve our efficiency in maintaining current systems in order that staff may be redeployed to improve productivity elsewhere and support new investments.

Better use of automated tools for batch processing, defect tracking, testing and system configuration management will streamline our current efforts. Resource planning and tracking tools, as well as an improved separation of duties, will boost productivity as staff can be more focused and fully concentrated on fewer responsibilities.

Shared Services

Initiatives and Objectives Shaping the Future

Shared services is not new to MDIT or Agency Services. The Center for Geographic Information is a service center and a competency center for geo-coded data and geo-graphic systems. HRMN and DCDS are examples of shared applications. Combining and standardizing support using shared services will lead to improved support and better return on investment for the state of Michigan. There are 3 models that will be used to expand the services available to our clients.

1. Highly technical solutions used across multiple agencies can be supported more efficiently through a shared service center staffed by skilled resources. These service centers will be formed around universal and tangible technologies that will provide ongoing support to any agency who requests it. Instead of duplicating support for common technologies across narrowly-focused customer teams, resources can be combined to offer a more consistent and wider range of support to customers. Examples of coming service centers include: business object reporting, address quality assurance for both postal and geo-coded locations.

2. Specialized skills and knowledge can be deployed on a project basis across the organization through a competency center. Competency centers will bring together staff with specialized knowledge and make them available to consult on a project-by-project basis. The competency center will give expertise and guidance to the teams doing the service delivery. An example of a future competency center is data sharing and classification. The group will act as a resource for data classification standards and processes that Agency Services teams can turn to when implementing data sharing agreements.

   These shared services models allow staff the opportunity to excel at specific technology and jump from project-to-project. This will also provide staff with additional training opportunities and the ability to work with multiple customers. Our clients will benefit from reduced support costs and common access to the same skills and technologies, and a knowledge base that is helping set standards for other agencies.

3. To maximize the value of new investments, a third model is a shared application. Shared applications make sense when there is a common business process that may be used by multiple agencies. Examples of current shared applications are DCDS for time reporting, HRMN for HR management and Mi-360 for feedback of employee performance. Current and future opportunities for expansion or creation of shared applications are MBSii, grant administration applications and an application to perform licensing processes.

For employees this means that development teams with in-depth knowledge of common processes can make a great impact by offering their application to multiple agencies. For our clients with common processes, these applications will often offer 90% or more of the needed functionality without any customization. By sharing applications, agencies can access new, automated systems even if in the midst of severe funding constraints.

Improve Skills Availability

There are many highly technical skills needed at various times by MDIT clients, yet not currently within our customer-oriented teams. MDIT will build these skills with staff augmentation pool within MDIT to allow flexibility and access for temporary assignments to projects. Staff in the pool will be exposed to a wide variety of projects and agencies will have quick and easy access to high-demand skills not present in their existing service delivery teams. This will be a small, deployable pool intended for either priority needs that have short timeframes or as temporary project support.

Targets for Initiatives and Outcomes

Provided below is an overview of the targets for Agency Services initiatives and outcomes from the second half of FY 2008 through the first half of FY 2011.

	2nd Half FY 2008	1st Half FY 2009	2nd Half FY 2009	1st Half FY 2010	2nd Half FY 2010	1st Half FY 2011
Shared Services	PM Classification					
		SUITE-PMO				
	SUITE-SEM					
		SUITE-Process Management				
	SLAs + Metrics					
	Portfolio Planning & Tracking Tool					
		Annual Call for Projects				
		Demand Management				
	Budget Impact Planning					
Agency Specific Solutions	Bridges			Bridges Support Transition		
	Champs			Champs Support Transition		
	BAM			BAM Support Transition		
	MBT		MBT Support Transition			
	EEM/SDS					
		Config. Management Standard				
	Architect Positions					
Service Delivery			Shared Service for Testing			
	Business Objects SC					
		Address QA				
	FileNet					
	BICC					
		Staff Augmentation Pool				
		Data Sharing & Classification				
	Develop Shared App. Support Model					
	MBSii					
	Michigan.gov Upgrade					
	Kiosks					

Outcomes

- Launch accountability portal for government spending (2008)
- Pilot next-generation kiosks with thumb or finger print authentication (2008)
- Fully implement Web 2.0 technologies within Michigan.gov (2009)
- Secure interactions with mobile phones and Michigan.gov (2009)
- All new development is following standard solution patterns and reference models (2010)
- CMMI Level 3 certification (by 2012)
- Expand the use of search technology making more government information accessible directly from major search engines (Ongoing)
- Create new shared services each year (Ongoing)
- Improve the information available for agency investment decisions (Ongoing)

Cross-walk between the Goals, Strategies and Plan

Provided below is a cross-walk between Goal 2 of the Michigan IT Strategic Plan Strategies and the activities set forth in this Agency Services plan. It demonstrates how the high-level priorities of the department will be addressed and carried out by teams within Agency Services over the next five years.

Goal 2 Strategies	Efficiencies	Improve Quality & Accountability	Maximize Value
System Modernization	✓		
Improve Maintenance Operations	✓		
Shared Services	✓		✓
Project Management Offices		✓	✓
System Development Lifecycle		✓	✓
SLAs		✓	
Portfolio Management			✓
Architecture		✓	✓

Looking Ahead

Looking forward, Agency Services will continue its commitment to providing quality, timely and efficient service to all of our agency partners. However, as Michigan's enterprise IT model continues to evolve, promoting and facilitating greater collaboration between client agencies will become a particularly critical role for Agency Services.

With this new role comes recognition that the diverse pool of talent and knowledge within each of our client agencies is one of our greatest resources as we find and develop innovative new solutions.

Ultimately, through increased service sharing and collaboration, Agency Services will empower our agency partners with new tools, enabling them to spend less time wrestling with technology and more time on fulfilling their mission and commitment to Michigan's citizens.